



Distribution of Arms, Ammunition and Explosives (AA&E)

From Strategic Plan to Implementation

March 16, 2005

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Agenda



- **Background**
- **Accomplishments to Date**
- **Actions Underway**
- **Working Group Meeting Summary**
- **Issues**
- **Status of Implementation Plan**
- **Senior Leader Support**



Strategic Plan

Department of Defense Strategic Plan



Distribution of Arms, Ammunition and Explosives

May 2004

FOREWORD

The Department of Defense (DoD) continues to enhance and improve the safe and secure distribution of its arms, ammunition and explosives (AA&E). The terrorist attacks of September 11, 2001 heightened our awareness of potential vulnerabilities and brought renewed emphasis on the need to closely examine and strengthen the AA&E logistics chain. Since 2001, we have undertaken several studies, conducted senior leadership meetings, and instituted new policies and procedures to dramatically improve the safe and secure movement of AA&E. In addition, the General Accounting Office (GAO) has reinforced this need in several reports it has issued over the past 3 years. While we have made significant progress, our job is not complete.

Our efforts to date have focused on specific issues, industries or segments of the AA&E logistics chain and have not considered a global, system-wide approach. Therefore, this strategic plan charts a path to strengthen and improve the Department's end-to-end AA&E logistics chain. While it focuses primarily on AA&E global distribution considerations, this plan includes actions that need to be taken by certain activities in other segments of the DoD logistics chain that affect distribution, safety, security, effectiveness, efficiency or accountability.

This plan contains the vision, goals, objectives, actions and milestones necessary to improve the oversight, management, control, safety and security of AA&E across the entire DoD logistics chain. It also lists the measures of performance to track our progress in meeting the plan's goals. To support this broad framework, the plan recognizes the various AA&E-related organizational roles and responsibilities, statutes, policies and implementing regulations influencing the key segments of the logistics chain—including testing, development, acquisition, production, storage, materiel issue, transportation, receipt and disposal within the United States and in overseas theaters of operation. Lastly, this plan recognizes that many systems and technology enablers support AA&E logistics chain business processes and procedures.

The success of the plan's goals and objectives is a shared responsibility, which depends on leveraging joint cooperation, commitment, resources and talents—both across the Department and with our industry partners. I embrace the vision, goals, objectives and actions outlined in this plan. I ask that you commit the necessary resources and focus your collective efforts to implement the plan to achieve a more secure, safe, effective and efficient AA&E distribution system that meets warfighter requirements for AA&E in peace and wartime, well into the future.


Paul Wolfowitz
Deputy Secretary of Defense

Transition from Vision to Execution

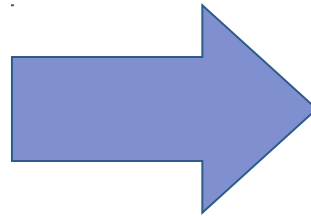


- Turn Strategic Plan into actionable steps
- AA&E Senior Leaders approved approach – June 2004

Strategic Plan

Vision
Mission
4 Goals
8 Objectives
23 Actions

- OPRs
- OCRs



Implementation Plan

Details
Timelines
14 AIPS



What This Means to the Community

- Clear and consistent policy and guidance
- Coordinated single set of requirements, rules and processes
 - Eliminate gaps and/or conflicts
- Clear, documented picture of AA&E stakeholders and their roles/responsibilities
- Improved emergency response and interagency information sharing
- Integrated, comprehensive training with tiered certification structure
- Focused resources towards justified value-added initiatives

The Bottom Line:

- Improved safety, security, visibility/accountability, effectiveness and efficiency throughout the end-to-end distribution of AA&E



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Accomplishments to Date

- Assessed the IRRIS and DTTS relationship - October 2004
 - Realignment endorsed by Navy, SDDC and USTRANSCOM
 - USTRANSCOM submitted to L&MR a joint SDDC and Navy transition plan to move functions and billets by April 2005
- Assessed AA&E emergency response process - December 2004
 - Sent emergency response notification assessment to Army as Executive Agent



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Actions Underway

- Assessing organizational relationships and policy – June 2005
- Establishing an AA&E distribution training curriculum
- Contracted with LMI to:
 - assess theater AA&E safety, security, visibility and emergency response processes and polices compared to those used in CONUS
 - assess the need for an accurate and timely capability for centrally tracking AA&E movements worldwide
- USTRANSCOM soliciting metrics requirements from stakeholders
- USTRANSCOM Class V initiative proceeding in synch with Implementation Plan
- OSD safety and security policy offices coordinating policy



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Summary of Working Group Meeting



- Meeting held January 25, 2005 to synchronize implementation plan efforts
- Status of all 14 action sets briefed
 - 10 out of 14 action sets started
 - 3 action sets awaiting lead office assignment
 - 1 action set dependent on another before beginning
- All participants agreed actions are on the right track



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Issues

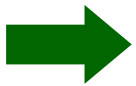
- Implementation Plan
 - 3 actions require funding to proceed
 - End to end distribution system threat and vulnerability assessments
 - AA&E knowledge management portal
 - AA&E distribution training
 - 3 actions require lead office assignment
 - End to end distribution system threat and vulnerability assessments*
 - Interagency working group
 - AA&E RDT&E coordination

*OASD (Homeland Defense) considering



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Status of Implementation Plan



- Based on your input/concurrences Implementation Plan now ready for signature
- Plan is now being forwarded through L&MR to USD(AT&L) for signature
- Will distribute next month



Implementation Plan Status (cont.)

- DUSD (L&MR) has funded LMI for past two years to support the development and implementation of the Strategic and Implementation Plans
- DUSD (L&MR) has engaged LMI in FY05 to:
 - Monitor and coordinate the Implementation Plan progress
 - Work several implementation actions



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Senior Leader Support

- Continue staff support for Implementation Plan actions
- Support resource requirements for action implementation

A collage of four images related to logistics and shipping. The top-left image shows a yellow crane loading a red and white container onto a ship. The top-right image shows a long line of green shipping containers on a flatbed trailer, with the number '41023' visible on the first container. The bottom-left image shows a worker loading a container with large metal coils. The bottom-right image shows a yellow forklift moving a pallet of white blocks near a ship's hull. The word 'Questions?' is written in large blue font across the center of the collage.

Questions?

Implementation Plan Actions Timeline



ID	Task Name	2004		2005				2006			
		Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
1	Action 1.A - Create combined safety and physical security working group to review/revise policies										
2	Action 1.B - Continuously manage safety and security policy on AA&E Knowledge Management Portal										
3	Action 2.A - Perform threat, vulnerability, and risk assessments on AA&E distribution system										
4	Action 2.B - Ensure security-related rules are scalable and applied appropriately										
5	Action 3.A - Define and map AA&E stakeholder rolls, responsibilities and authority										
6	Action 3.B - Adjust policies to reconcile redundancies & gaps in stakeholder roles & responsibilities										
7	Action 4.A - Establish interagency working group for collaborative readiness planning for AA&E										
8	Action 4.B - Review current incident response processes										
9	Action 4.C - Coordinate a national position & rules about AA&E items purchased/distributed to non-US entities										
10	Action 5.A - Document theater AA&E distribution procedures and unique circumstances										
11	Action 5.B - Compare theater & CONUS AA&E rules, responsibilities & procedures; recommend where standard processes should be used										
12	Action 5.C - Create or refine theater policies and regulations where necessary										
13	Action 6.A - Designate the AA&E business area a priority for compliance review with the DoD Business Enterprise Architecture										
14	Action 6.B - Pursue innovative distribution alternatives & new technologies to enhance AA&E distribution										
15	Action 6.C - Modify or replace DoD systems to focus on process flows across organizational boundaries										
16	Action 6.D - Establish a process and lead agent for AA&E-related RDT&E efforts										
17	Action 6.E - Develop an on-line AA&E Knowledge Management Portal										
18	Action 6.F - Develop an accurate and timely capability for centrally tracking AA&E movements worldwide										
19	Action 7.A - Identify AA&E training courses and identify baseline of needed training for AA&E personnel										
20	Action 7.B - Devise an overarching training curriculum for AA&E processes										
21	Action 7.C - Manage the AA&E training content on the AA&E Knowledge Management Portal										
22	Action 8.A - Develop, implement and maintain a Distribution Performance Metrics Collection and Evaluation process										
23	Action 8.B - Monitor AA&E logistics chain performance										